

Classification and Pay Administration

Position Management Plan

Summary of Changes. This regulation provides the Position Management Plan for the California National Guard which replaces the Technician Personnel Manual (TPM) dated March 2000.

Applicability. California National Guard Full-time Personnel Regulation (CNGFPR) applies to all California Army and Air National Guard technicians, AGR personnel, and to commanders, managers and supervisors (military or civilian) with authority or responsibility for classification or workforce management.

Proponent and Exception Authority. The proponent of this regulation is the Joint Force Headquarters, J-1, Directorate for Human Resources. The proponent has authority to approve exceptions to this regulation when they are consistent with controlling laws and regulation.

Supplementation. Supplementation of this regulation is prohibited.

Suggested Improvements. Users of this regulation are invited to send comments and suggested improvements to JFHQ, J1, Directorate for Human Resources, 9800 Goethe Road, Sacramento, CA 95826-9101.

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1. Authority and Responsibility for Establishing Positions.

Federal agencies are created by law and executive order to accomplish specific missions in the furtherance of national goals. The head of each agency (i.e., DOD) is vested with the authority and responsibility for organizing the agency within the framework and requirements of pertinent statutes and directives. The Chief, National Guard Bureau (NGB) and the Directors of the Army National Guard and Air National Guard, through subordinates to which they delegate authority, are responsible for structuring the National Guard Technician program in a manner which will assure that assigned missions are legally and properly accomplished.

2. Policy Governing the Establishment of Positions.

a. The policy of the Federal Government, NGB, The Adjutant General, and the HRO is to organize units in a manner that will enable optimum use of manpower resources. Department/agency management has the responsibility to promote efficient and economical operations. That responsibility is shared by all subordinate management and supervisory personnel who are responsible for the work of others. Limited manpower resources and rising personnel and equipment costs make it increasingly important that human resources and material be economically managed.

b. The authority to approve technician positions is retained by NGB-J1-TNC (Classification Division). This authority applies to the classification of exception (local) position descriptions and/or ensuring the use of the most appropriate nationwide (standard) position descriptions.

3. Definitions.

Amendment – An official written statement of changes of a position already classified, where the changes are important but not sufficient to warrant a complete rewriting of the existing position description, and reclassifying it. An amendment may not be used if a change in grade, title or series would result. An amendment to a position description can be used to (1) differentiate between locations of otherwise identical positions; (2) add an additional duty; or (3) remove portions of duties. Amendments to existing positions descriptions should result in an accurate statement of assigned duties and responsibilities

Position - The work consisting of all duties and responsibilities assigned or delegated by competent authority (i.e., supervisors, managers, or NGB) and requiring full or part time employment of one person.

Position Classification - The placement and evaluation of a list of major duties and responsibilities in the proper categories by pay plan (General Schedule or Federal Wage System), kind of work (occupational series), and by level of difficulty of the work (grade).

Position Description - A description of the officially assigned duties and responsibilities comprising the work assigned to an employee. A group of like positions may be covered by a single position description. It is a legal document that is used for setting pay, training, and for establishing standards and critical elements. A well designed position has clearly defined operations, tasks, duties, authorities and responsibilities, and provisions for supervisory control.

Position Management - The process by which managers assign duties and responsibilities to positions, creating a position structure that provides for effective and economical accomplishment of missions and functions. It is the skillful use of technicians to accomplish the organization's mission so that economy, efficiency, effectiveness, and productivity are assured. The process involves consideration of organizational structure into which the position will be placed, consideration of workflow, distribution, methods and procedures, and consideration of personnel qualifications, manpower, and budget.

Statement of Difference (SOD) - A statement of difference is prepared for position descriptions when temporarily lowering the grades of positions to aid in recruiting and/or fill at a "trainee" level (particularly helpful in such areas as upward mobility). A statement of difference defines the duties and responsibilities of the lower graded work.

4. Responsibilities - NGB, Classification Division (NGB-J1-TNC).

Administer the workforce management and position classification programs for the National Guard. These responsibilities include:

- a. Ensuring compliance with all pertinent directives, policies, position classification and job grading standards.
- b. Providing interpretation and implementation guidance of pertinent publications.
- c. Providing position classification and workforce management advisory services.
- d. Developing and classifying position descriptions for implementation nationwide.

5. Responsibilities - Human Resource Office, Classification Division.

Provide for correct classification of all technician positions in the state, classify exception (local) position descriptions, provide position management and classification advisory services, coordinate implementation of new

position descriptions, conduct position reviews, process classification inquiries and classification appeals, administer and/or participate in the Federal Wage Survey process, analysis of manpower requirements and resources, and administer the Environmental differential Pay/Hazardous Duty Pay Program. Provide the day-to-day administration of the position classification and workforce management programs within their respective states. In addition to responsibilities regarding specific personnel actions, also responsible for program improvement to include:

- a. Providing advice and assistance to management officials on the full range of classification and workforce management matters, including recommending improved organizational structuring, recommending the elimination of positions determined to be unnecessary, and restructuring positions, when practical, for upward mobility, economy, efficiency, and organizational effectiveness.
- b. Providing for the education and training of management and supervisory personnel in the principles of good workforce management and promoting participation in and acceptance of position classification.
- c. Conducting position reviews to ensure that duty assignments are consistent with published position descriptions and that position classification determinations conform to published Office of Personnel Management (OPM) classification and job grading standards.
- d. Analyzing duties of positions suspected of being misclassified and working with the supervisor of the position to develop new position descriptions when necessary.
- e. Ensuring classification standards and guides being used are current and complete and are available to supervisors and technicians.
- f. Reviewing and approving submitted SF-52, Requests for Personnel Action, to ensure legality of the request and to ensure the duties of the position are accurately classified, described and essential.
- g. Maintaining a file of current organizational charts.
- h. Restructuring positions to lower grades, when practical, for economy and to provide upward mobility.
- i. Determining whether supervisory, leader, or small shop chief positions are appropriate and in accordance with correct classification standards.
- j. Ensuring that position descriptions are properly and currently certified and that the usage of obsolete, abolished or inaccurate position descriptions are corrected.
- k. Assisting NGB by providing recommendations for improved organizational structuring; writing, evaluating, and establishing national position descriptions; and evaluating and determining the need for positions within the state.
- l. Performing periodic review of groups of positions when major organizational and mission changes occur, when there are significant changes in authorized positions; or when nationwide standardized position description package releases are issued and implemented, to include position reviews before implementation or within one year after implementation.
- m. Providing advice and assistance on classification appeals.

6. Managerial/Supervisory Responsibility.

Effective management and sound administration of position classification require that management officials and first line supervisors understand and accept their responsibilities for maintaining current and accurate descriptions of assignments and for adhering to basic classification principles. Position descriptions (PD) are, in effect, charts of the distribution of the duties and responsibilities comprising management's mission. When positions or missions change, it may be necessary to modify the position descriptions to reflect current operations. Changes in duties or working relationships may result in changes to the titles, series, or grades of positions. Management and supervisors are tasked to become aware and more involved in workforce management as it relates to areas of responsibility established in this Position Management Plan. Workforce management is a direct function for all managers.

a. Responsibilities - Managers.

Initiate appropriate actions affecting position classification and workforce management. These responsibilities include:

- (1) Initiating procedures to modify workforce management structures in order to meet mission requirements and improve efficiency.
- (2) Approving or disapproving SF-52, Requests for Personnel Action, which affect organizational structure, such as recruiting for vacancies, restructuring positions, eliminating or establishing positions within guidelines set by Army/Air Manpower.
- (3) Reviewing workforce structures periodically to ensure organizational alignment, efficiency, and optimum employee utilization.

(4) Ensuring that positions are structured to best serve the mission of the organization while utilizing resources in the most efficient and economic manner.

b. Responsibilities - Supervisors.

The responsibilities of supervisors include:

(1) Ensuring duties and responsibilities are accurately described in position descriptions. If they are not, request a position review through HRO.

(2) Ensuring incumbents are performing the full range of duties and responsibilities of their official position descriptions.

(3) Becoming familiar with the principles and procedures of workforce management and explaining them to technicians.

(4) Informing technicians of classification actions affecting them.

(5) Reviewing the position descriptions of all vacant positions to determine if the duties are accurate or if they can be eliminated, assigned to other positions, or modified to permit filling at a lower grade.

(6) Ensuring up-to-date organization charts are provided, annually as a minimum, to the HRO.

(7) Recognizing changes in position description content and recommending revisions to the HRO.

Writing a list of revised duties and responsibilities and percentage of time spent on them, including the reasons or actions necessitating the revision.

7. Planning a Position.

a. Factors to be considered. Each position must be systematically planned so that it is logical and consistent and fits with other positions into an orderly, productive, and efficient organization. Poor position planning can result in unsatisfactory productivity, high unit cost, confusion of responsibility, technician dissatisfaction, grievances, and high turnover. The following factors should be given careful consideration in position design:

(1) Delegating authority commensurate with assigned responsibilities.

(2) Establishing a reasonable supervisory span of control.

(3) Distinguishing supervision from production.

(4) Making effective use of technician's skills.

(5) Assigning duties that are approximately the same skill level in positions comprised of a variety of duties.

(6) Concentrating higher level duties requiring special skills or training into as few positions as possible.

(7) Determining the impact of technological changes in machinery, systems, and facilities on manpower requirements.

(8) Defining the requirements for contacts with others.

(9) Identifying the requirements for training and skills upgrading.

(10) Justifying positions based on need rather than desire, monetary issues, or personal reasons.

b. Steps in the Planning Process. Planning a position requires an orderly procedure of arriving at a sound basis for assigning duties and responsibilities. The total work necessary to accomplish the mission must be analyzed and a decision made on production methods to be used. The volume and nature of production to be accomplished may affect the division of various work specializations. Also, consideration must be given to the requirements needed for support such as: supervision and training, specialized technical support, quantity and quality control, and review and evaluation.

8. Position Descriptions.

A position description (PD) is a written record of the major duties and responsibilities assigned to an official position before a technician can be hired or assigned. A well-designed position has clearly defined duties, authorities, responsibilities, and provisions for supervisory control and requirements.

a. Official Position Description. An *official* PD is one which has been classified as to title, series, grade, and pay plan, and which bears all required signatures. Official position descriptions may be maintained as part of an automated filing system, but printed copies must be available for the technician, supervisors and managers.

b. Standard Position Description. Whenever a group of substantially identical positions exist, the use of a standard PD should be considered. Standard PDs are particularly effective in the National Guard Technician Program where mission organizational patterns and procedures are uniform or standardized in different locations where the same kinds of activities are to be performed. Standard PDs may also be used in different organizational functions where identical work is being accomplished or when differences are only minor or incidental.

c. Exception Position Description. A locally driven change to duties of a standardized position description resulting in a one-of-a-kind position description for the incumbent only of the position and is not applicable in any other location. The Position Classification Specialist will assist a manager or supervisor in creating a list of duties and responsibilities and evaluate the exception PD for title, pay plan, series and grade. Final approval must come from NGB-J1-TNC.

d. Position Description Amendment. A change to an existing standard PD that effects minor changes to the duties and responsibilities of the position, but does not affect the title, pay plan, series, or grade of the position. An amendment must be coordinated with the HRO Position Classification Specialist and is not effective until approved by HRO.

e. Statement of Difference. A statement of difference (SOD) establishes the difference in duties and responsibilities between the grade as shown on the PD and a trainee grade to that same PD and/or increases supervisory controls of the position. It is used to temporarily lower the grade of a position to aid in recruiting and/or fill at the trainee level.

9. NGB Classification Position Description Release Packages.

Upon receipt from NGB of a new standardized position classification package, the Human Resources Specialist will establish which units are affected by that release. The release will be forwarded to the affected units along with an e-mail or memorandum that explains the requirements necessary to accomplish the required changes (i.e., position reviews, organizational charts, etc.). Upon completion of the requirements, if any, an SF-52, Request for Personnel Action, may be submitted to the HRO along with a supervisory signed copy of the OF-8 (first page of the PD). The supervisor must sign the OF-8 to certify that the duties and responsibilities listed within the PD are correct. A Classification PD Release Package should be completely implemented within six months of receipt.

10. Establishment of Positions.

Positions are established by NGB Army and Air Manpower Offices based upon mission driven organizational needs or upon state special requests. The number of positions which can be filled is determined by authorizations and appropriations from NGB. The Adjutant General has the authority to redistribute allocations in accordance with regulation issued by NGB.

11. Elimination of Positions.

Positions which become obsolete because of changes in functions and assignments, organization, methods and procedures, or workload should be eliminated by either Army or Air Manpower, as appropriate. Requests to eliminate positions locally are processed through the HRO Position Classification Specialist.

12. Filling Positions.

a. Basic Requirements. Before filling a position, it is imperative to ensure the position is properly authorized, funding is available and the position is not scheduled to be abolished or changed through reorganization or other management action. The supervisor is responsible for ensuring that the duties and responsibilities are current and accurate. The Position Classification Specialist will ensure the position description is current and authorized and may conduct a position review to validate the position. This review allows any questions about the position to be satisfied before the recruitment process begins.

b. Action in Absence of Vacancy:

1. Use of Detail or Additional Identical (AI) (over hire) actions. When a technician is absent for an extended period but has not vacated the position, arrangements to carry on the work of the position may be made by detailing another technician to the position. This action is requested on an SF-52, Request for Personnel Action, for 120 days or less and does not affect the detailed technician's pay. An Additional Identical (over hire) position may be established for temporary periods up to 120 days. An AI beyond 120 days has the potential to impact the classification of the position and, therefore, is not authorized. The term "over hire" authority refers to an action to provide an additional position to those currently authorized on the ANG manning document or identified as an ARNG requirement. These positions **must be identical** to those on existing manning documents and are funded through existing manpower authorizations (funding).

2. Understudy Authority. The use of "understudy authority" is intended to provide management the authority to establish a temporary position designed to ensure program continuity when it becomes necessary to provide a transitional period for a technician who has been selected for a key managerial position. When using this authority, management may select, through merit placement procedures, a fully qualified individual who will understudy the

current incumbent (learn program nuances, personal contacts, etc.) for a short period of time immediately prior to the incumbent's established departure date. NOTE: It is improper to use an "additional identical" position for an understudy. The term "additional identical" refers to a position (description) which suitably describes identical work being performed by more than one person. The grade controlling duties, (i.e. major program issues and final decision making authority) cannot be shared between the principal and the understudy.

c. Procedures. When implementing these authorities, the following procedures are to be observed:

(1) Detail or Additional Identical: Forward the SF-52, Request for Personnel Action, or the CNG Form 690-2, Nomination of Technician Employment, and include justification (i.e. extended illness, school, pending retirement, etc of current incumbent) and dates of requested detail or additional identical position.

(2) Understudy: When the SF-52, Request for Personnel Action, requesting the vacancy announcement is forwarded to HRO, the justification for use of understudy authority must be included. Requesting organization will coordinate with the Classification Specialist in preparing a Statement of Difference (SOD) which will correctly describe the duties and responsibilities.

(3) As with all Requests for Personnel Action, prior approval by the Human Resources Directorate is mandatory before the effective date can be set.

d. The Directorate for Human Resources will:

(1) Establish a temporary position to accommodate the over-hire additional identical for a period not to exceed 120 days, or understudy for a short period of time immediately prior to the incumbent's established departure date.

(2) Prepare a Statement of Difference (SOD) which describes the duties and responsibilities of the understudy position.

(3) Ensure the duty description is consistent with the duties performed, and the final grading is less than the full performance level of the job being understudied. This is necessary because the two positions cannot have the same level of program authority.

(4) Ensure the understudy position is filled as required by the State Merit Placement Plan and the individual selected meets the officially established qualification standards for the target position.

(5) Ensure that, if the individual selected for the understudy position is at a lower grade than the position to be filled, the "understudy" does not assume full performance level duties (or be promoted) until the target job is vacated.

13. Periodic Management Reviews.

Periodic Management Reviews will be scheduled in advance with written notice provided to supervisors and managers. It is the responsibility of the supervisor/manager to notify the technician whose position is being reviewed. Upon completion, a written report will be issued that states apparent classification determinations and workforce management recommendations. Management Reviews should be made by the HRO Position Classification Specialist when:

- a. There are major organizational and mission changes that occur.
- b. There are significant increases or decreases in authorized positions.
- d. The status of the workforce management program needs to be determined.
- e. An organization is consistently staffed below 100% of authorized strength.

14. Position Reviews.

The Human Resources Specialist will schedule position reviews to ensure duty assignments are consistent with published position descriptions and the position classification conforms to published OPM position classification and job grading standards. Position reviews will be scheduled in advance with written notice provided to supervisors and managers. It is the responsibility of the supervisor/manager to notify the technician whose position is being reviewed. Upon completion, a written report will be issued that states apparent classification determinations and workforce management recommendations. Position reviews should be performed when the following circumstances exist:

- (1) When major organizational and mission changes occur.
- (2) If there is significant increase or decrease in authorized positions.
- (3) Within one year after the implementation of new nationwide standardized or local exception position descriptions, if required or necessary.
- (4) Prior to the development of any local exception position description.
- (5) At the request of managers or supervisors.
- (6) At the request of National Guard Bureau.

(7) As deemed necessary by the Directorate for Human Resources.

(8) A unit may postpone upon reasonable request, but not prohibit the performance of a position review.

b. The Human Resources Specialist will make every effort to accommodate a specific situation and grant postponements as desired. Position reviews are imperative to the determination of appropriate classification of any position description. They are also a useful fact gathering method in providing workforce management advice and assistance to managers and supervisors. An effective workforce management program requires periodic position reviews to be performed.

FOR THE GOVERNOR:

WILLIAM H. WADE II

Major General

The Adjutant General

OFFICIAL:



STUART D. EWING

Captain, CA A

NG

Deputy, Human Resources Officer

MEMORANDUM REQUESTING POSITION REVIEW

(REQUESTOR'S OFFICE SYMBOL)

(Date)

MEMORANDUM FOR Directorate for Human Resources, ATTN: CAJS-J1-HRPC, PO Box 269101, Sacramento, CA 95826-9101

SUBJECT: Supervisory Request for Position Review

1. As the immediate supervisor I am requesting a position review for the employee / employees identified on the attached SF 52. The major duties and responsibilities for the subject Position Description (PD) have changed. Attached are the following:

a) Standard Form (SF) 52 requesting a position review, with the following information: Name of the incumbent, PD number, title, series and grade.

b) Copy of the **current** position description.

2. The following is an explanation of **how and what has changed** that initiates this request: (answer the following questions)

a) How has the level of knowledge required to perform the position's duties changed?

b) Has supervisory requirements changed?

c) How have guidelines and operating procedures changed?

d) Explain how the complexities of duties changed?

e) How has the scope and effect of work changed?

f) Are there any **new** regular, recurring, and frequent duties required, which are not covered in the current position description? If so, list in order of importance.

(SIGNATURE)

NAME, GRADE AND TITLE

OF THE IMMEDIATE SUPERVISOR

NON-SUPERVISORY

POSITION REVIEW QUESTIONNAIRE

Your position has been identified for a position review to ensure that the position description accurately describes your current duties and responsibilities. This questionnaire is designed as the first step in the process of reviewing your position. Responses may be handwritten or typed.

In some cases, the written responses will be enough to make a classification decision. If an on-site review is deemed necessary, your written responses will be used to establish the focus of your review, i.e., we will seek to clarify your responses, expand the scope of your responses, and see examples of your work.

Additional positions in the organization may require a position review if your duties and responsibilities impact and overlap on those contained in other positions in the organizations.

Personal Information

Name:

Full-time Unit/Function:

Phone Number:

Commercial: _____ DSN: _____ CAGNET: _____

Current Position Description Number, Title, Series, and Grade:

Length of Time in This Position:

Length of Time in Branch/Section:

Military Assignment:

Military Unit: _____ AFSC/MOS: _____

1. What is the primary mission of the organizational unit?

2. List the major functions/duties you perform in your job. Estimate the percentage of time spent on each over a one-year period, or the amount of time in an average week or other period, whichever is more appropriate to your job.

<u>Functions/Duties</u>	<u>Percentage</u>
a. _____	_____
b. _____	_____
c. _____	_____

3. How do you see the function of your job as it relates to the activity of your organization?

4. How do you get your assignments?

5. Who reviews and approves your work?

6. Who signs your work products?
7. What types of decisions or judgments do you make in performing your job?
8. Are you responsible for the approval of work products or official documents? (If yes, list only those documents for which you have signatory authority.)
9. What guidelines (handbook, manuals, regulations, etc.) do you use in performing your job?
10. Do you feel that the guidelines you use would present any significant problems as to their interpretation to a user who lacks extensive subject matter knowledge? If so, explain why.
11. What contacts do you have with other offices within the organization, outside the organization, and what is the purpose of these contacts?
12. What do you consider the most important function(s) or aspect(s) of your job? Explain:
13. Do you supervise or oversee the work of anyone? If so, who and in what manner (List name(s), position(s) and grade(s).
14. Who does your job when you're not there? (Give name, position, and grade.)
15. What qualifications did you have at the time you were appointed to your present job (specialized experiences, skills, knowledge, training, etc.)?
16. Are there any additional facts which impact on the nature and difficulty of your job?
17. How do you feel your job could be improved?
18. Do you have any classification questions that you would like answered during your review?
19. Is there anything else you feel the Position Classification Specialist should know prior to completion of this review?

SUPERVISORY

POSITION REVIEW QUESTIONNAIRE

Your position has been identified for a position review to ensure that the position description accurately describes your current duties and responsibilities. The Human Resources Office, Classification Branch, has designed this pre-review questionnaire for your completion as the first step in the process of reviewing your position. You may type or write your responses and continue on the reverse side if you need more room.

In some cases, your written responses will be enough to make a classification decision. If an on-site position review is deemed necessary, your written answers will be used to establish the focus of your review; for example, we will seek to clarify your responses, expand the scope of your responses, and see examples of your work. Our goal is to ensure that your position has received a comprehensive evaluation prior to making any classification decisions.

Your duties and responsibilities may impact on or overlap other positions in the organization. Therefore, we may be reviewing additional positions in your section as a result of reviewing your position.

Personal Information

Person Completing Questionnaire: _____

Full Time Unit/Function: _____

Phone Numbers: DSN: _____

 Comm: _____

Current Position Description Number/Title: _____

Length of Time in This Position: _____

Length of Time in This Branch/Section: _____

Military Assignment: Unit: _____

 AFSC/MOS: _____

1. What is the primary mission of the organizational unit which you supervise or manage?

2. List the name, occupational title, series, and grade of employees directly under your supervision (do not include employees supervised by subordinate supervisors who report to you):

3. Do you find it necessary to utilize subordinate supervisors or work leaders for direction or surveillance of the functions or programs for which you are responsible (specify)?

4. What percent of your time is spent on the following? (NOTE: a. and b. together should total 100%)

a. Supervisory activities, including:

- (1) Planning subordinates' work/schedules _____
- (2) Reviewing subordinates' work _____
- (3) Evaluating work performance, counseling and/or advising _____
- (4) Resolving complaints/ handling disciplinary issues _____
- (5) Identifying training and developmental needs _____
- (6) Interviewing candidates for positions _____
- (7) Implementing position management (organizational/personnel) changes _____
- (8) Other activities in your capacity as a supervisor _____

Total percent of time spent on supervisory activities: _____

b. Total percent of time spent on technical or non-supervisory activities: (Please list them below).

5. What do you look for when you review the work of your subordinates (i.e. technical accuracy, completeness, conformance with established policy, responsiveness, etc.):

6. What kind of decisions do you have to make on your job:

7. What contacts do you have with your offices within your organization and outside the organization? What is the purpose of these contacts?

8. What kind of finished product(s) are you responsible for (i.e., studies, analyses, reports, correspondence, etc.)?
Describe and cite examples, if applicable (in some operations, it may be appropriate to cite workload statistics):

9. To whom do you report and what kind of guidance does he/she give you for the performance of your job?

10. What are the guidelines (laws, regulations, policies, etc.) which establish the parameters within which you accomplish your work?

11. When you are not at your job, who assumes your responsibilities (give name, position and grade)?

12. What qualifications did you have at the time you were appointed to your present position?

13. Are there any additional factors which impact on the nature and difficulty of your job?

14. How do you feel your job could be improved?

15. Do you have any classification questions that you would like answered during your position review?

POSITION REVIEW GUIDELINES FOR TECHNICIANS

WHAT IS A POSITION REVIEW?

Position reviews are a way of getting up-to-date facts about a position. Usually, the review/interview is held directly with the employee by a representative of the Human Resource Office or the National Guard Bureau.

IS IT IMPORTANT?

The position review is one of the most critical steps in the position classification process. Positions are classified accurately only when the information about duties and responsibilities is correct and well understood.

WHY AND WHEN IS A POSITION REVIEW CONDUCTED?

Positions in the National Guard are constantly changing. New programs, new tools, different procedures, organizational changes, and increased employee skill and knowledge are only a few ways that duties and responsibilities are affected. So, positions are looked at from time-to-time to assure equal pay for substantially equal work. Other examples of when this is done are:

(1) Your position is identified for review during routine classification survey. As required by Public Law, technician positions are reviewed periodically. Most jobs are found to be correctly classified even though some position descriptions are updated to show changes in the work that is done.

(2) New classification standards are to be applied to your position. There is a continuing program to revise position classification standards to reflect changes in work that is done by the government. These new standards help keep the classification system current, and are applied as soon as possible after they are received by your personnel office; or

(3) A position review is recommended by a supervisor. In between the periodic reviews, your supervisor may decide there have been major changes to your job and request a review to determine if revisions are in order.

WHAT IS YOUR ROLE IN A POSITION REVIEW?

Be prepared for the position review. The job review is as important to you as almost any other kind of interview you may have in your career. Please do not treat it lightly. In most cases, the position review will not take more than an hour or two of your time. You should make arrangements so that you will not be interrupted. Some privacy can be helpful if it is possible. Be ready to demonstrate the factualness of the duties and responsibilities you are going to discuss with examples and illustrations.

This is the time to put your best foot forward. The position interview is not a time for modesty (or for exaggeration).

Here are some ways that you can help yourself and the interviewer to have complete and accurate information about your job.

You need some idea of what the interviewer wants. The important parts or "factors" of jobs are listed below to give you some general ideas. Some jobs, however, may require very specific information for that kind of work.

Eight basic job factors are still used in classifying most professional, technical, administrative, and clerical positions. They are:

- | | |
|---|---|
| (1) Nature and variety of the work | (6) Originality |
| (2) Kind and extent of available guides | (7) Nature and scope of recommendations, decisions, commitments and conclusions |
| (3) Supervision received by the worker | (8) Qualifications required |
| (4) Person to person work relationships | |
| (5) Nature and extent of supervision exercised over the work of other employees | |

If a position has been classified using the Factor Evaluation System (FES) you will need information on the nine factors which comprise the FES for your position. The factors are:

Factor 1 - Knowledge required by the position
Factor 2 - Supervisory controls
Factor 3 - Guidelines
Factor 4 - Complexity
Factor 5 - Scope and Effect

Factor 6 - Personal Contacts
Factor 7 - Purpose of Contacts
Factor 8 - Physical demands
Factor 9 - Work environment

For classifying trade, craft, or manual labor jobs, four basic factors are considered:

(1) Skill and knowledge
(2) Physical effort

(3) Responsibilities
(4) Working conditions

Think about your position. How does it relate to the basic elements shown above? Do you find that your present position description is a good reflection of your job? Is it accurate? What kind of assignments have you had in the last year? Can you group these into several categories so that you can talk about the different kinds of work that you do? What are the major duties, those that take most of your time and are related to the reason for your job? What are the minor duties? Have you had one-time only assignments? What were they? Can you determine rough percentages of time for the major categories of work that you do? What kind of responsibilities do you have? What written guidelines do you refer to? How does your supervisor review completed work?

Organize the information about your job. Don't worry about the way that a position description may be written. What is important is the way that you want to tell someone about your job. What do you think is really important about the work that you do, or what is critical about responsibilities? Where you start is not too important. But, be sure that you don't miss telling about some part of your job that is important. To avoid this pitfall, it is sometimes helpful to make some notes before the interview, or to outline how you want to tell the story. It might be helpful to write down reference numbers to the kinds of written guides you use. Having samples of your work at hand is sometimes useful.

Remember that it's your job that will be classified, not you as a person. Over the years there has been some "mystery" about job classification, and there are many misunderstandings about what is important. There are several issues that come up frequently; factors that cannot be considered when positions are classified. Some examples are:

- The qualifications of the person on the job: The work is classified, not the abilities of people.
- Accuracy required on the job: Every employee is expected to do accurate work.
- The amount or volume of work done: Your supervisor sets the standard for performance that is expected it's the kind and level of work that is important in classifying jobs.
- Length of government service: Within grade step pay increases compensate for your service
- Organizational titles of positions: Titles are based on the duties and responsibilities of jobs and are specified in classification standards.

Other matters unrelated to the job. The Federal government is committed to equal employment/opportunity practices. An employee's race, color, religion, sex, or national origin has no bearing on the way that a position is classified.

WHAT HAPPENS AFTER A POSITION REVIEW?

The facts that you have provided about your job will be discussed first with your supervisor. Following this, the grade controlling characteristics of your duties and responsibilities will be examined in relation to your work and the position description. If there is a problem rest assured that the HRO and your supervisor will be given an opportunity to correct it. Likely your present description will be adequate. One final point. Please remember that the position review objective is two fold: to assure that jobs are (1) correctly functioning and (2) correctly classified. Your participation can help meet this objective.